

## **CHAPTER 2**

### **ORGANIZATION AND PERSONNEL**

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#### **Section I. ORGANIZATION**

##### **16. Theater Real Estate Office**

a. Upon assignment of real estate responsibility to the theater Army commander, the theater Army engineer establishes a theater real estate office. A guide to the establishment of this office is contained in paragraph 17.

b. Matters of policy and procedure are coordinated among all the services. Unless theater policies prescribe otherwise, the following general principles should apply:

- (1) All acquisition and disposal of real estate within the theater are directed by the theater real estate office.
- (2) The theater real estate officer maintains an office of record for all services. Copies of all acquisition, disposal, utilization, claims, and investigation documents are forwarded to this office.
- (3) Management and utilization of logistical installations and areas remain under the control of the responsible service command.
- (4) Command real estate inspections are made as required to insure compliance with theater real estate policies and directives.
- (5) Proposed releases of property are submitted to the theater real estate office for review and possible reallocation of the property concerned to another service.
- (6) Interservice competition for a particular property which cannot be resolved by the theater real estate office is submitted to the theater logistics officer (J4 or G4) for a decision by the theater commander.

##### **17. Army Engineer Real Estate Division**

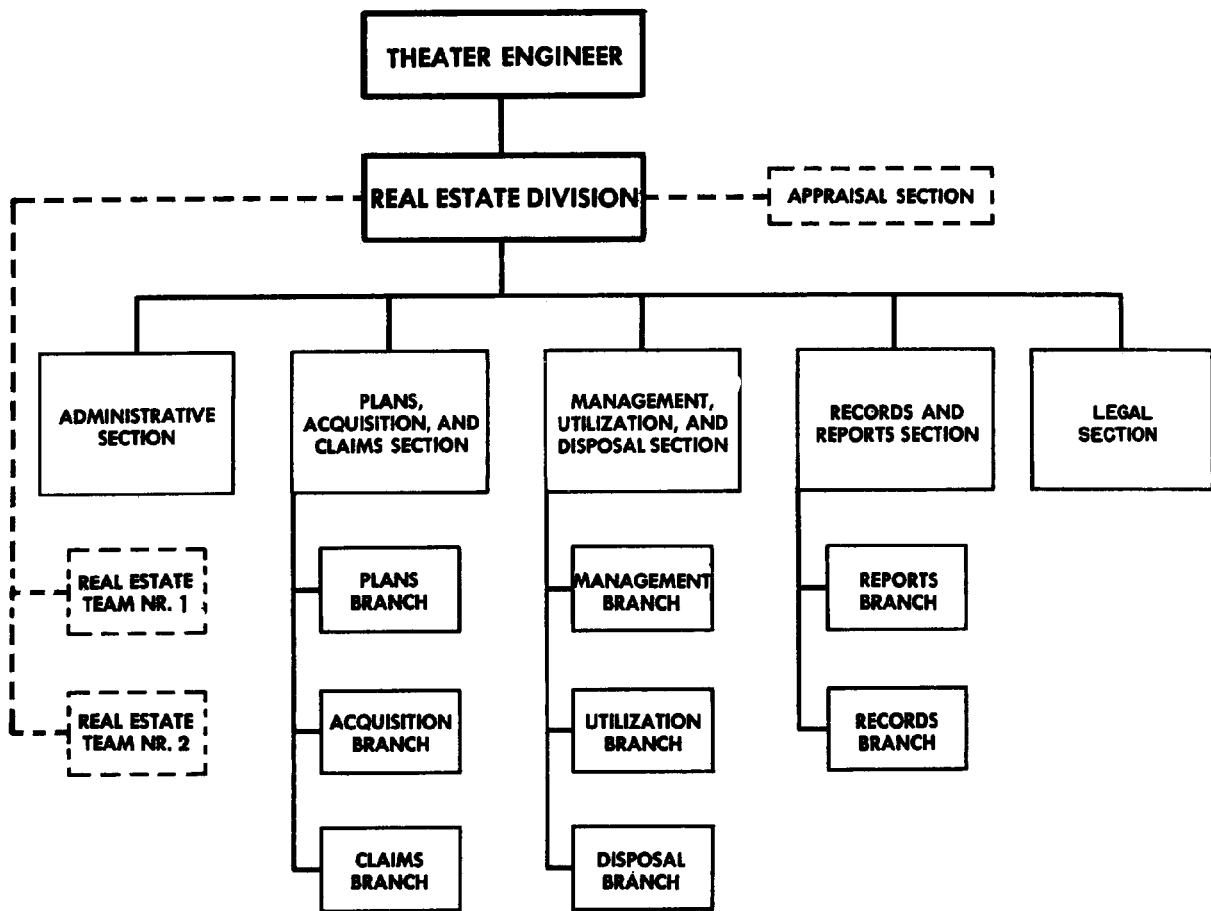
a. The theater Army engineer real estate division should be organized to meet the operational requirements for real estate planning, acquisition, management, utilization, disposal, documentation, reports, and claims. A suggested organization is shown in figure 1.

b. When the theater Army engineer is given responsibility for the real estate operations of all services, the organization shown in figure 1 is expanded as required. This does not require an excessively large increase in personnel. The Navy and Air Force headquarters prepare the necessary documents for their transactions, forwarding the documents to the Army real estate division for approval, acquisition, and processing.

##### **18. Communications Zone Real Estate Office**

a. The theater commander may assign responsibility for all theater real estate operations to the commander of the communications zone. When this is done, the commander of the communications zone relieves the combat commander from all real estate duties, handles real estate acquisitions, and supplies such other real estate support within the combat zone as may be requested or required. Responsibility for operations is delegated to the staff engineer of the communications zone. The organization shown in figure 1 is also suitable for the real estate branch of the communications zone engineer's office.

b. Tactical considerations or the forward movement of logistic installations may result in the location of depots, hospitals, and similar facilities in the rear portion of the combat zone. Since this area later will become part of the theater communications zone, theater directives or agreements should authorize the commander of the communications zone to conduct real



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Figure 1. Suggested organization of engineer real estate division for Army and communications zone level.

estate operations in the rear portions of the combat zone. Among the primary duties of real estate personnel operating in combat zone areas is the conduct of reconnaissance to locate and report suitable unit and installation facilities which will be required in a future occupation of the area.

### 19. Army Engineer Real Estate Team

a. The Army engineer real estate team (AERE team) is responsible for real estate operations within an assigned geographical area, subject to directives and instructions from its parent headquarters. The preparation of basic area real estate records of acquisition, use, and disposal is the primary responsibility of this field unit.

b. The AERE team is a detached unit, lo-

cated within the theater in relation to strategical-logistical real estate requirements. Since teams of all sizes are needed, a basic team is formed that may be expanded to meet work-load requirements by adding military or indigenous personnel. Figure 2 illustrates a suitable organizational structure for an Army real estate team, to be manned according to an appropriate table of distribution.

c. AERE teams are numbered in sequence and identified by the name of the headquarters to which they are assigned, as ".....th (d) Army, THEATER ARMY ENGINEER REAL ESTATE TEAM NR. 6." If there is only one field army in the theater, the headquarters is indicated by the designation of the appropriate corps, division, or other unit.

## Section II. PERSONNEL

### 20. General

a. Qualified officers and enlisted men are made available to the engineer with theater or Army real estate responsibility in order for him to handle his real estate duties properly. An adequate number of competent personnel are assigned to real estate duties at the start of the planning phase and retained in such assignments until the need for real estate specialists no longer exists.

b. In any military operation, the utilization of real estate and property is one of the main points of contact between the armed forces and the civilian community. If too few officers and enlisted men are provided for real estate operations, if they are not qualified, or if close coordination is not maintained with CAMG units, the loss in civilian goodwill may offset any personnel economies that are achieved. Improper handling will result in unwarranted monetary loss to the United States Government, unnecessary friction, bad public relations, and embarrassment to the commander.

### 21. Personnel Requirements

a. Personnel requirements for real estate

operations cannot be reduced to a mathematical formula. Conditions in different theaters never will be identical, and experience gained in one theater provides only a general guide for determining the personnel that may be required elsewhere.

b. Personnel requirements in friendly or allied countries are influenced by—

- (1) United Nations or United States agreements which may provide that the host country will furnish necessary real estate.
- (2) The status of central and departmental government within an area to be liberated and the time required to reestablish local government.
- (3) The geographical organization of the government, which may indicate either a large number of small AERE teams or a smaller number of reinforced teams operating within subdivisions of the government.
- (4) The plans of the campaign and the scheduled or phased development of sections (base, intermediate) within

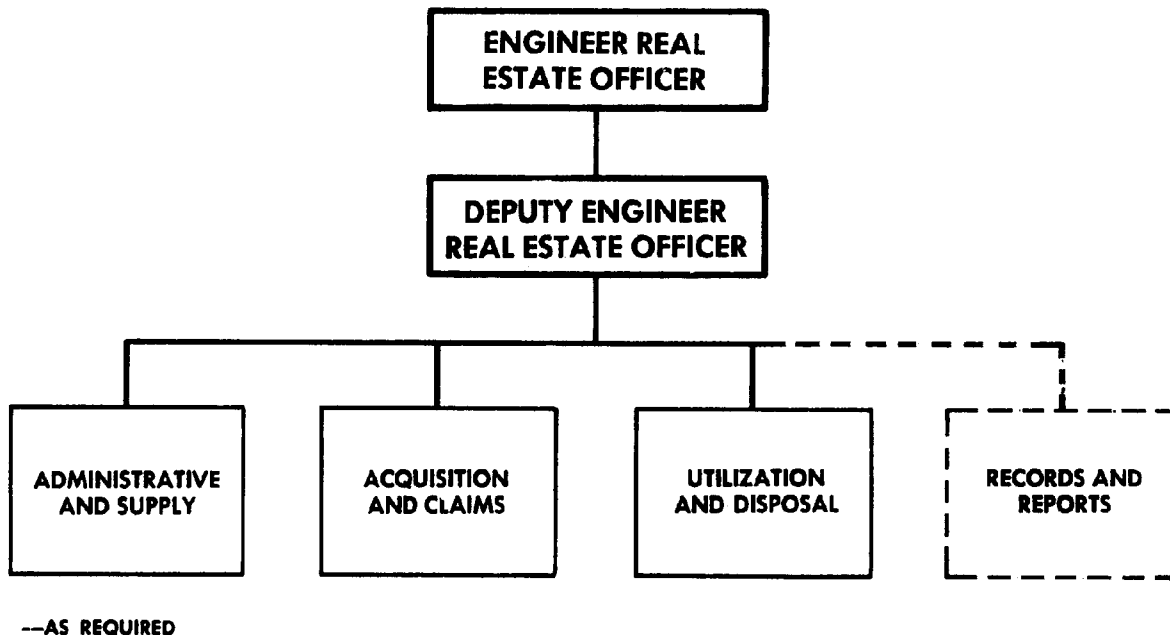


Figure 2. Suggested organization of Army engineer real estate team.

the communications zone or equivalent command.

- (5) The industrial development of the country.
- (6) The degree of agricultural development and land utilization, compared with the known military requirements for real estate. This will serve as a guide to the extent of negotiations that will be required and the number of personnel necessary to conduct operations.
- (7) Defensive dispersion against enemy mass-destruction weapons.
- (8) The availability of indigenous interpreters, typists, clerks, draftsmen, drivers, and so on, to replace enlisted personnel.

c. In hostile territory, the theater plan for buildup within the communications zone or equivalent command will determine the size of the real estate organization that will be required. Requirements for AERE teams depend upon the size of the area within which freedom from combat can be assumed.

## **22. Real Estate Officers**

a. The general duties of a real estate officer concern the programming, planning, budgeting, and supervision of real estate operations. Specific duties include—

- (1) Securing licenses (trespass rights), easements, leases, or purchase agreements.
- (2) Directing processes for seizure, requisition, or rental of real property in liberated or occupied countries.
- (3) Inspecting and appraising real property to determine valuation for lease rentals, easements, trespass rights, or purchase.
- (4) Examining buildings and structures to determine adequacy for military use, extent of damage, and repairs required.
- (5) Inspecting real property before and after military use to determine the validity and extent of claims.

(6) Supervising the preparation of real estate reports and records.

(7) Preparing estimates of real estate requirements in military operations.

b. In addition to the duties stated above, real estate personnel must also be familiar with—

- (1) Military standards of accommodation.
- (2) Military requirements for property in a theater of operations.
- (3) Civil affairs and military government procedures.
- (4) The laws of land warfare and international agreements affecting real estate within the countries of the theater.

c. Officers without previous real estate experience may be assigned as utilization inspectors or to records and reports sections. When available, qualified Department of the Army civilians may be substituted for military personnel.

## **23. Enlisted Personnel**

a. Enlisted personnel of all grades and services may be assigned to key real estate positions within engineer staffs and to AERE teams. They should possess military or civilian qualifications, experience, and training similar to that required for real estate officers.

b. Enlisted interpreters must be selected carefully, since they serve as the voice of the real estate officer in all negotiations with officials of the country. They should be able to speak English and the appropriate foreign language idiomatically and without an objectionable accent. Whenever possible, interpreters are given a course in real estate operations, to qualify them to fill key real estate positions as outlined in paragraph 22.

c. Competent clerk-typists are a primary personnel requirement because of the large volume of correspondence, directives, and reports processed by real estate agencies. Department of the Army civilians, United States citizens residing in the country, and indigenous personnel may be used to staff the real estate offices and teams. In combat or occupied areas, indigenous personnel are only used when authorized by the theater commander and then only in nonsensitive positions.

## **24. Indigenous Personnel**

English-speaking indigenous personnel may be employed, subject to the restrictions stated in paragraph 23c, to handle an increased workload or to reduce the number of enlisted persons required. With qualified enlisted or Department of the Army civilian supervisors, indigenous employees may be utilized as—

- a. Inventory clerks (real and personal property).
- b. Clerk-typists.
- c. Space surveyors (for space-utilization inspections).
- d. Draftsmen.
- e. Statisticians.
- f. File clerks.
- g. Vehicle drivers.
- h. Interpreters.
- i. Janitors.
- j. Mess and housekeeping personnel.

## **25. Engineer Real Estate Course**

a. The engineer of the command charged with theater or Army real estate responsibility normally establishes an engineer real estate course to train personnel for real estate operations at staff and field levels. This course may be conducted at a location near the theater- or Army real estate office, with personnel of that office serving as instructors in addition to their normal duties, or if the number of trainees is small, on-the-job training within the branches of

the office may be substituted for formal classroom instruction.

b. Instruction is designed to give trainees practical knowledge of theater real estate policy, operations, forms, and methods. Emphasis is placed upon practical problems based upon situations normally met in operations. The following subjects should be covered:

- (1) Basic real property law.
- (2) Laws of land warfare and international law affecting real estate.
- (3) Real estate command structure within the theater.
- (4) Theater real estate policy and operational directives.
- (5) Operations of the real estate staff and AERE teams.
- (6) Real estate laws and customs of countries within the theater.
- (7) Real estate claims procedures.
- (8) Real estate appraisal principles and methods.
- (9) Real estate forms, records, and reports.
- (10) The real estate office of record.
- (11) CAMG relations.

c. Field courses for both military and key indigenous personnel should be conducted at locations accessible to the personnel of AERE teams and other real estate field agencies. Instructors are furnished by the theater or Army real estate office.